TEACHING GUIDE - 2026-2027

Non-Market Strategy Relations

UGRA_004297

Departments	Department of Strategy & General Management
Teaching Languages	English
ECTS	2
Teacher responsible	Tamyko Ysa - tamyko.ysa@esade.edu

Course Goals

Mastering markets is no longer sufficient. Businesses operate in both market and non-market environments. Successful corporate strategy aligns the firm's capabilities with the demands of both environments.

Multinational companies are increasingly affected by government policy, changing regulations, activist pressure, and media scrutiny—globally and often instantaneously.

Non-market strategy involves pursuing strategic goals through political and social leverage, managing interactions with government, regulators, civil society, and the media.

Non-market strategy helps groups gain soft power and influence, using them to their competitive advantage. It is developed with respect to government, the press, and influential groups.

Through non-market strategies, groups can reshape the rules of the game via laws and regulations. Strategies may also be driven by social pressure, media, and education.

Linked to lobbying, non-market strategies are more global and long-term focused. Managing non-market strategies requires firms to consider their reputation, values, and social impact.

"The biggest single change in management during my career has been the increase in time managers spend dealing with government." —Edmund T. Pratt, Jr., Chairman and CEO of Pfizer Inc.

Prerequisits

You cannot take this course (2 ECTS) and Non-Market Strategy I (4 ECTS) simultaneously. You must choose only one.

Teaching methodology

The course will primarily consist of case-based discussions, with minimal lecturing. This is a discussion-based course, and active participation is encouraged. Sharing your experiences will enrich all participants and make the sessions more dynamic.

Students are strongly encouraged to make full use of all available learning resources during their preparatory work before each session.

During in-person class sessions, the use of any electronic device will be strictly prohibited, including for note-taking purposes. Please bring a pen, paper, and any necessary spare materials.
The objective is to focus classroom time on discussion, group work, active participation, and learning through your own engagement and reflection.

Description

Course contribution to program

This course explores the relationship between business and its stakeholders—including government, social movements, NGOs, and activists—around the world. The goal is to prepare you to develop and implement non-market strategies, providing a managerial framework for effective non-market management. The course will primarily consist of case-based discussions, and lecture will be kept to a minimum.

Short description

Non-Market Strategy Relations is an essential elective for BBA students at top business schools. This 2 ECTS course dives deep into the intricate relationships between businesses and their global stakeholders—including governments, NGOs, social movements, and activists. With a focus on developing and implementing effective non-market strategies, the course offers a robust managerial framework through dynamic case-based discussions.
In today's rapidly evolving environment, mastering market dynamics alone is insufficient. This course prepares future leaders to navigate and leverage the non-market landscape, addressing the challenges posed by government policies, regulatory changes, activist pressures, boycotts, and media scrutiny. Students will learn to use political and social leverage to achieve strategic goals, gain soft power, and influence, thereby enhancing their competitive edge. The course covers a variety of non-market strategies and tactics, emphasizing the importance of reputation, values, and social impact.
Engage in lively discussions, share experiences, and apply theoretical knowledge to real-world cases, making this course an invaluable addition to your academic journey and professional toolkit.

Bibliography

, Packet of cases and readings (available through ecampus). (Document)
David P. Baron, Business and Its Environment, Pearson (Book)

Assessment

Tool	Assessment tool	Category	Weight %
Final individual project	Final project/case	Retake and ordinary round	40.00%

Tool	Assessment tool	Category	Weight %
	(individual)/ exam		
Individual or team exercises	Group work	Retake and ordinary round	30.00%
In-class analysis and discussion of issues	Class participation and quizzes (individual)	Retake and ordinary round	30.00%
Attendance and punctuality	Given the case-based nature of the course, 80% attendance is required, and active participation is critical.	Retake and ordinary round	

PROGRAMS

AI26S-Exchange Program Bachelor in Business and Artificial Intelligence (Undergraduates: Business)
- AI26S Year 1 (Optative)

B13-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13 Year 1 (Optative)

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA20 Year 3 (Optative)
- BBA20 Year 4 (Optative)
- BBA20 Year 2 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA23 Year 2 (Optative)
- BBA23 Year 3 (Optative)
- BBA23 Year 4 (Optative)

BBA25-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA25 Year 3 (Optative)
- BBA25 Year 1 (Optative)
- BBA25 Year 2 (Optative)

BITLASI22-Bachelor in Transformational Leadership and Social Impact (Undergraduates: Business)
- BITLASI22 Year 4 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)
- DBAI23 Year 3 (Optative)
- DBAI23 Year 2 (Optative)
- DBAI23 Year 4 (Optative)
- DBAI23 Year 1 (Optative)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)
- GBD20 Year 4 (Optative)
- GBD20 Year 2 (Optative)
- GBD20 Year 5 (Optative)
- GBD20 Year 3 (Optative)
- GBD20 Year 1 (Optative)

GMC25-Global Manager Certificate (Undergraduates: Business)
- GMC25 Year 1 (Optative)